Nova Scotia Department of Finance
Statement of Mandate
2010-2011

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1.0 Message from the Minister

I am pleased to present the 2010-2011 Mandate Statement for the Department of Finance.

The Department's core business is to manage the Government of Nova Scotia's finances, and provide a sound fiscal framework to support Nova Scotia's priorities. The Department achieves this through its leadership role in establishing and administering the fiscal framework and financial controls of the Province, and through the provision of meaningful and transparent reporting to all Nova Scotians.

Between January and March 2010, the Department embarked on a series of community-based consultations. The decision to create a more open dialogue recognized that the Province is facing a period of economic recovery that will last beyond 2010-2011, and that Nova Scotians deserve an opportunity to have a direct discussion with government on the issue and ideas to address it.

Responsibility for managing the government's finances includes a responsibility to provide support and advice to partner departments and entities. The Department assesses and delivers fiscal and economic advice and provides statistical services to help inform decision making across government. The Department is also an important service provider in Payroll, Corporate Information Services, Internal Audit, and Government Accounting to the public sector, including DHAs and school boards.

Through these activities and responsibilities, the Department supports government across the range of decision making; from day-to-day operations to Budget formulation. The Department of Finance relies on the dedication and expertise of its employees to achieve this, and I would like to thank them for their ongoing efforts.

The Honourable Graham Steele
Minister of Finance

2.0 Mandate Statement, Mission and Vision

2.1 Mandate Statement

The Department of Finance plays a leadership role establishing and administering the fiscal framework and financial controls of the Province, and provides meaningful, transparent reporting, including the provincial Budget, Forecasts and Public Accounts.

The Department assesses and delivers fiscal and economic policy advice on the strategic value of government initiatives, regulates select financial institutions and provides policy oversight to the securities sector. The Department also provides support to all of government through the delivery of statistics, centralized and corporate shared services, and supports the Minister of Finance in overseeing certain Crown Corporations and Agencies, as well as select Pension plans for which the Minister has a trustee responsibility.

2.2 Vision

A financially strong province based on sustainable economic development to the benefit of all Nova Scotians.

2.3 Mission

To support a sustainable economy through a sound fiscal framework; financial accountability and transparency; and best practice in financial management processes and systems.

OUTCOME (immediate or inter-mediate)	**MEASURE**	**PAST DATA**	**TARGET 2010-11**	**Long term Target**	**Strategic Actions to achieve target**
Produce a sound fiscal plan with high-level transparency and accountability	Net direct debt to GDP	2009-10: 39% 2008-09: 36.0% 2007-08: 36.8% 2006-07: 38.9% 2005-06: 39.2% 2004-05: 41.2% 2003-04: 42.7% 2002-03: 45.1% 2001-02: 46.8%	2010-2011: 40%	2011-2012 40.4%	Work with Treasury Board on Expenditure Management and revenue forecasts; lead tax policies; oversee pension plans; advise Government on debt levels
	Credit spread relative to Ontario	2009-10: 3 bps 2008-09: 12 bps 2007-08: 1.1 bps 2006-07: 0.0 bps 2005-06: 0.0 bps 2004-05: 4.6 bps 2003-04: 7.6 bps 2002-03: 14.4 bps 2001-02: 20.1 bps	nil (indicative of rates equal to Ontario)	nil (indicative of rates equal to Ontario)	Maintain debt plan and borrowing program and continue positive relations with investment community
	Credit ratings of major rating agencies	November 2009: - DBRS: "A", positive outlook unchanged from January 2009 - S&P: A+ stable, change form positive outlook in January 2009 - Moody's: maintained A1 (upgraded from "A2" to "A1" late 2008)	Maintain rating	Improve rating	Maintain transparent and positive relationship with rating agencies; assist Government to adopt a sustainable fiscal plan
	Unqualified and timely release of consolidated financial statements	Consolidated financial statements released: Sept 10, 2009 Aug 5, 2008 Aug 9, 2007 Sept 29, 2006 Sept 25, 2005 Sept 30, 2004	Release date: on or before September 30, 2010	Release date: on or before September 30	Advance planning and collaboration with other Departments, Entities and Office of the Auditor General; early problem and work load identification; Completion of a Management Assessment of Internal Controls over Financial Reporting

OUTCOME (immediate or inter-mediate)	**MEASURE**	**PAST DATA**	**TARGET 2010-11**	**Long term Target**	**Strategic Actions to achieve target**
Produce a sound fiscal plan with high-level transparency and accountability	Sustainable pension plans	Funded Ratios as of December 31: Teachers' Plan 2003- 81% 2004- 81.7% 2005- 93.6% 2006- 96.8% 2007- 91% 2008- 70.8% Public Service Plan 2003- 85.8% 2004- 85.2% 2005- 88% 2006- 89.6% 2007- 83.5% 2008- 64.1%	Improve funded ratios	100%	Prepare options and implement plans to reduce liabilities and address governance of plans

OUTCOME (immediate or inter-mediate)	**MEASURE**	**PAST DATA**	**TARGET 2010-2011**	**Long term Target**	**Strategic Actions to achieve target**
Maximize the efficiency and effectiveness of central client services	Departments and other government bodies have access to required IT programs to deliver services	N/A (statistics are being collected to support outcomes and will be available starting Spring 2010)	SAP upgrade (NSSB & RHA implemented SAP security redesign implemented SAP GRC implemented SAP Business Enhancements implemented NSSB Phase II Enhancements implemented	Provide and maintain required IT systems as government services evolve over time	Support HASP implementation SAP upgrades implemented SAP security redesign implemented SAP GRC implemented SAP Business Enhancements implemented NSSB Phase II Enhancements implemented
	- Payment production: Number of services centralized and more consistent processes (payment production) - Corporate credit cards: Enhanced risk identification, assessment and management through new policies and procedures (corporate credit cards)	- Payment production: Number of services centralized: 2006/05: 1 2006/07: 2 2007/08: 3 2008/09: 4 2009/2010: 1 - Corporate Credit Cards, 2009-2010: Internal audit resulting in recommend-ations for revised policies and procedures; revised policies and procedures created	Implementation of payment production for Labour Market Development Agreements in Summer 2010; migrate payment production for court ordered payments from Justice Implement revised credit card policies and procedures, and deliver user training	Continue to centralize and reduce duplication in government-wide payment production Maintain policies and procedures that maximize controls in use of corporate credit cards	On-going problem resolution and collaboration with client departments to ensure client service delivery Periodic reviews of credit card policies and procedures; responding to user feedback

OUTCOME ((immediate or inter-mediate)	**MEASURE**	**PAST DATA**	**TARGET (2010-2011)**	Long Term Target	**Strategic Actions to achieve target**
Enhance the Department's leadership role in identifying and implementing the priorities of the Government of Nova Scotia	Positive climate for investment and economic growth- overall personal income, corporate income and capital tax rates	Marginal personal income tax rates at December 31: 2010 2009 2008 8.79% 8.79% 8.79% 14.95% 14.95% 14.95% 16.67% 16.67% 16.67% 17.50% 17.50% 17.50% Corporate tax rates at December 31: General 2010 2009 2008 16% 16% 16% Small Business 2010 2009 2008 5% 5% 5% Capital (large non-financial corporations) 2010 2009 2008 0.10% 0.15% 0.20%	Reduce Capital rate to 0.05%	Phase-out of Capital tax by 2012 Provide a tax regime that is competitive	Work with other depart-ments to identify core priorities of government and put in place supportive tax and fiscal practices Continue to monitor Nova Scotians' overall tax levels
	Fair and affordable auto insurance	Average Earned Premium 2002- $799.57 2003- $945.41 2004- $878.37 2005- $865.48 2006- $824.59 2007- $816.54 2008- $809.16	TBD	TBD	Amend minor cap provisions and commission a broader review of auto insurance

OUTCOME (immediate or inter-mediate)	**MEASURE**	**PAST DATA**	**TARGET 2010-2011**	**Long term Target**	**Strategic Actions to achieve target**
Ensure the Department of Finance provides a healthy and supportive workplace by soliciting staff feedback and delivery of safety training	Staff engagement as measured in "How's Work Going" Survey	Engagement: 2007 = 61.7% 2009 = 75%	Survey takes place every two years; target for 2010-2011 is to continue to surpass corporate results (DOF 2009 score was 1% above corporate rate)	Continue to surpass corporate rate of engagement	Continue with DOF Healthy Workplace initiatives
	Staff with orientation training in Violence Prevention	N/A: new initiative; participation will be tracked over 2010-11	100%	Maintain 100% in face of staff turnover	Track participation in training and monitor effectiveness of policy

Appendix G

Budget Context Chart Template

Finance			
	2009-2010 Estimate	**2009-2010 Forecast**	**2010-2011 Estimate**
Program & Service Area	($thousands)	($thousands)	($thousands)
Program Expenses:			
Senior Management	3,297	3,140	3,353
Office of the Assistant Deputy Minister	5,596	5,248	5,098
Corporate Services Unit	1,426	1,265	1,425
Controller	20,080	18,222	23,994
Total Program Expenses	30,399	27,875	33,870
Additional Information:			
Fees and Other Charges	(36)	(36)	(36)
Ordinary Recoveries	(3,255)	(3,091)	(3,379)
TCA Purchase Requirements	7,017	6,470	12,316
Provincial Funded Staff (FTEs) Net	198	172	243